

A Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA – School of Business and Economics

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON CONSUMER
BEHAVIOR: THE ROLE OF PROFIT-SEEKING AND ALTRUISTIC PERCEIVED
MOTIVES

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1 - Abstract

This research investigates the impact of perceived motives of CSR on consumer behavior. Specifically, it tests the strength that profit-seeking and altruistic motives have on influencing corporate image, consumer trust, perceived quality, perceived risk and purchase intention. The total of 183 consumers from one highly respected organization answered the survey. Results indicate that altruistic motives seem to positively influence all variables of consumer behaviors contained in this study and seems to be a way of strengthening the relationship between consumers and the company itself.

Keywords: Corporate Social Responsibility, Consumer Behavior, Motives, Natura

2 – Introduction

In the early 90s, the world faced and discussed a new theme that would change the strategic approach of business. The concept of biodiversity was consolidated in 1992 in a conference known as Rio '92, and this discussion was not by chance. With science and technology modifying the social scenario, studies dedicated to sustainability and concerns about Corporate Social Responsibility (labeled CSR here after) emerged (Mourthe Junior, 2001; Campbell, 2007).

However, the study of the link between business and responsibility is not new, with the first studies dating back to 50s (Lee, 2008), and Carroll (1979) one of the first to discuss CSR as we understand it, described four obligations that business has to society, they are: economic, that reflects the existence of the company that is making profit; legal that rules activities through law framework; ethical compounded by behaviors that are not stated by law or not expected by society; and discretionary, related to philanthropic projects that are not mandated either required by law. These discretionary behaviors, are aligned with other definitions of CSR (Lii and Lee, 2012;

Falkenberg and Brunsæl, 2011) and this is how CSR is defined in this paper. The Corporate charitable behavior also has become an increasingly visible component of business performance (Brammer and Millington, 2006), but most of the relevant discussion on the issue is becoming mainstream just recently. According to Lii and Lee (2012) CSR is the policy and practice of corporate social involvement to satisfy social needs. However there are several definitions of CSR in the literature (Öberseder et al., 2011) and this lack of a real concept spawns questions related to its true impact (Mohr et al., 2001; Lee, 2011). Most authors, however, argue that CSR is a field of study with significant implications for academia, industry and society (Okoye, 2009).

The significance of CSR may be based on specific trends: (Wether & Chandler, 2011) *growing affluence of society* (the more developed society becomes, the more necessary is to demonstrate balance between profits and social environment concerns); *ecological sustainability* (firms perceived as indifferent to their environmental responsibility are likely to be criticized and penalized by stakeholders); *globalization* (responsible for increasing the range of stakeholders, may lead to potential problems among competing stakeholders demand); and *free flow of information* (development of technology provides different and effective ways to share information quickly. Thus, CSR can be argued to be a strategic advantage for organizations. Mostly, because from a strategic point of view, these trends maybe reflect a window of opportunity for companies that are able to perceive them as such.

CSR activities can encompass two different stimuli to society in general that is aligned with the stimulus-organism-response paradigm (Bagozi, 1983), that can be one explanation of how perceived stimuli (S), can influence consumer's internal process of choice (O), leading to a certain outcome or reaction (R). A profit-seeking motive is

related to policies focused in financial results achieved through CSR activities, while an altruistic motive CSR is related to policies that are not necessarily beneficial to the firm's financial position (Lantos, 2002).

The focus of this research is to investigate if the perception of the profit-seeking motive and altruistic motive CSR can influence variables related to consumer behavior. This research was organized around four major steps: the discussion of strategic CSR, the application of a survey to test hypotheses regarding how perceived motives of CSR can influence the behavior of consumer behavior linked to a Brazilian company, that is a relevant player in the cosmetic market in South America, statistical analysis, and discussion of results.

2 – The strategic perception of CSR

Competitive strategy is in being different, based on analysis of organization capabilities and environmental opportunities and threats (Freeman, 1984 and Porter, 1996). The key is to find a way to deliver a unique mix of values, not focused in a single parametric issue and not simultaneously implemented by competitors (Porter, 1996; Caves and Porter, 1977; Bar-Eli et al., 2008). In practice, strategy is resumed in the choice of a product or service in a certain business, which allows firm to achieve a superior performance, inhibiting the mobility of rivals in a given market (Foss, 1997, Rumelt et al., 1991; Bar-Eli et al., 2008; Wilson, 1985). According to Bar-Eli (2008), in order to sustain a competitive advantage, the three main group of resources: physical capital resources (plant and equipment), human capital (training, intelligence and experience) and organizational capital resources (reporting structure and coordinating systems), must follow four conditions: they must be valuable, rare, imperfectly imitable and without any equivalent substitute or strategy.

The fact is that the rules in business environment have changed, and the strategic plans should perceive CSR trends as a window of opportunity and since markets and competitors continue to grow fiercer, companies will succeed not purely on the basis of what products or services they offer, but with a changed framework shifted from a shareholder-oriented conception to a social relations driven (Freeman, 1984; Keller, 2006 and Meyers, 2012; Lee, 2011).

To reach the window of opportunity, the concept of CSR must be understood in a strategic way creating value for companies and society (Wether & Chandler, 2011 and Porter, 2011). The Strategic CSR concept can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which that company operates (Porter, 2011). The strategic aspect of CSR lies in the fact that CSR can be a product used to sustain a competitive advantage and to drive new market opportunities, protection of reputation, enhanced customer approval and brand loyalty, attracting investments and avoiding risks concerning future regulations (Martin, 2002; Mc Williams and Siegel, 2001; Williams 2008; Heslin and Ochoa 2008).

Traditionally, a CSR plan is shaped by external and internal influences (Lee, 2011 and Heslin, 2008) and it has four positions that reflect how firms react to external pressures, they are: obstructionist – where social or ethical responsibility is completely ignored; defensive – where firms do only the necessary to fit in legal requirements; accommodative - where few approaches are taken mostly in a passive way; proactive - where firms recognize demand for ethical and social needs and engage in projects in order to minimize their possible negative impact upon society in general (Carroll, 1979; Lee, 2011; Wether and Chandler, 2011).

One potential practical application of CSR lies in the Civil-Learning Model (Zadek, 2004). This model is composed by two different types of learning: organizational and societal (see exhibition 01). Organizational learning is a curve composed by the following five stages that reflects how firms react a social demand: defensive – where organizations deny practices and responsibilities; compliance – where organizations adopt policy based in the cost of doing business; managerial – embed the societal issue in their management processes; strategic – integrate societal issue into their core business strategy; and civil – promote broad industry participation in CSR.

Societal learning is composed by the four follow stages of issue maturity, that reflect the public's expectation around the issue: latent – there is weak scientific evidence about the importance of a societal problem; emerging – there is emerging research around the societal issue, but with weak data; consolidating – there is an emerging body business around the societal question; and institutionalized – legislation or business norms regarding the societal issue are established. According to Zadek (2004) through Civil-Learning Model, firms can evaluate the highest opportunity and highest danger regarding to a given societal concern. Thus, only an organization which promotes strategic or civic organizational learning is actually practicing strategic CSR.

Wether and Chandler (2011), described strategic CSR as based on four key pillars: CSR perspective, core operations, medium-to-long-term perspective and stakeholder perspective.

A CSR perspective when incorporated in a strategic planning process follows three levels of interaction: generic social issue, the value chain social and social dimension of competitive context (Porter and Kramer, 2006).

The second pillar is the core business which points that any strategy related to a CSR plan must be directly related to its core operation (Heslin, 2008).

The third pillar is the medium to long term which points the importance of shifting from short to long term to safeguarding a firm's reputation and reinventing the business in ways that make a real difference to society (Zadek, 2004).

The last pillar is the stakeholder theory (Freeman, 1984). Stakeholders are those groups without whose support the organization would cease to exist (Crowther and Aras, 2008) and its key point is balancing the interests of different stakeholders and observing the influences and the relationship between stakeholders and the local firm (Lee, 2011).

Regarding this last pillar, all stakeholders are important to any company, but usually it's not possible to meet all their needs, since if everybody is a real or potential stakeholder, managers simply do not have time and resources to address all their needs and interest (Banerjee, 2007). Thus, managers should effectively prioritize stakeholders, however, balancing these conflicts is not an easy assignment, hence; redefining the purpose of a firm in order to satisfy multiple stakeholders' claims, rather than meeting conventional financial criteria, is seen as the "ultimate test of corporate performance" (Donaldson and Preston, 1995; Clarkson, 1995).

Consumers can be defined as all individuals and households who buy or acquire goods and services for personal consumption, they are important stakeholder in the structure of any company thus to succeed in today's competitive marketplace, companies must be customer centered (Kotler et al., 2008). Consumers are important since they provide capital and much of the impetus for the attention now being given to

consumer behavior was the realization by many business people that the consumer really is the boss (Solomon et al., 2006)

Since one characteristic of strategic CSR is to anticipate trends and potential problems (Werther and Chandler 2011) it is important to understand if CSR practices influence positively consumers. Thus, analyzing how a consumer's perception of the drivers of CSR can impact their behaviors can be a strategic measure of CSR effectiveness. The following five variables were chosen to evaluate consumer behavior:

Corporate image, which is described as the net result of all experiences, impressions, beliefs, feelings and knowledge that people have acquired that relates to the given company (Worcester, 2009), and it can be distorted as the company tries to manipulate its public through advertising and other forms of self-presentation (Fombrun, 1996).

Consumer trust which is described as the main ingredient to generate an intense bond between consumer and the brand (Hiscock, 2001), however when trust is betrayed people become uncomfortable, bewildered and angry (Elliott and Yannopoulou, 2007).

Perceived quality, which is defined in terms of how well it satisfies consumers needs (Wood's, 2010) this is an important variable since literature points that a higher level of a CSR advertising could be perceived as a signal of product or firm quality (McWilliams, et al., 2006).

Perceived risk, which is described as multiplication of impact, vulnerability and threat (Haimes, 2006), this is an important variable since literature points out evidences for negative correlation with CSR (Husted, 2005);

Purchase intention, which is described as a plan to purchase a particular good or service in the future (Businessdictionary.com, 2012) and CSR can be a determinant

factor when consumers decide to buy similar products with the same price and quality (Arlı and Lasmono, 2009).

This research aims to fill the gap constant in the literature in identifying the impact of profit-seeking and altruistic CSR on consumer behavior, thus through a survey and subsequent statistical analysis we will be able to validate the following hypotheses:

H1a - the perceived profit-seeking CSR policy will have a small but positive relationship with corporate image;

H1b - the perceived altruistic CSR policy will have a strong positive relationship with corporate image;

H2a - the perceived profit-seeking CSR policy will have a small but positive relationship with consumer trust;

H2b - the perceived altruistic CSR policy will have a strong positive relationship with consumer trust;

H3a - the perceived profit-seeking CSR policy will have a small but positive relationship with perceived quality;

H3b - the perceived altruistic CSR policy will have a strong positive relationship with perceived quality;

H4a - the perceived profit-seeking CSR policy will have a small but positive relationship with decreasing in risk perception;

H4b - the perceived altruistic strategic CSR policy will have a strong positive relationship with decreasing in risk perception;

H5a - the perceived profit-seeking CSR policy will have a small but positive relationship with purchase intention;

H5b - the perceived altruistic CSR policy will have a strong positive relationship with purchase intention.

In order to test the hypotheses, this paper focuses on a Brazilian cosmetic company Natura S.A. which seems to integrate a strategic CSR plan in its business; a fact that possibly drove this company to become a big player in the cosmetic market in Latin America.

3 – Natura: a Brazilian company tied to CSR

Natura Cosméticos S.A., (labeled Natura here after) is a Brazilian company that since its foundation has the policy of CSR embedded in its core value, even when the concept and concerns about socioenvironmental policies were not widespread in Brazil. Natura's revenue grew more than 30 times during 1980, simultaneously with the increase of the company's social-environmental policies and investments in R&D focused on the responsible production of items and products developed from active ingredients from Brazilian biodiversity and nowadays projects either linked to or based upon sustainability or social responsibility are managed by a specific department. Due to the background of this company, Natura seems to be an excellent organization to test our hypothesis.

Natura became an important player in cosmetic market in South America; for instance, the company ended 2011 with net income of R\$ 5.591,4 million, 8.9% over 2010. In the same period, its market share grew from 22.9% to 24.0%, according to the Brazilian Association of the Cosmetic, Toiletry and Fragrance Industry (ABIHPEC).

The growing of cosmetic industry lies mostly in the fact that the judgment based on physical appearance is considered a powerful force in our culture (Rioniolo, 2006; Apaolaza-Ibáñez, 2011; Bloch, 1992), and in this market the active principles perceived

as safe for the environment were perceived as healthy for users (Kumar, 2005), this detail associated with the fact that Brazil is in the focus of the world's concern, since it has nowadays the highest index in biodiversity and the highest source of water in the world. (Pimenta, 2011) may have been a window of opportunity to Natura regarding differentiation.

Natura's growth in a market as fierce as the cosmetic industry probably did not occurred by chance. The analysis of consumers can provide us with some important data to understand the impact of a strategic CSR approach in consumers perceptions since "Better connecting company's success with societal improvement, it opens up many ways to serve new needs, gain efficiency, create differentiation and expand markets." (Porter, 2011).

Natura plays an important role in this study since it's a big player in South American cosmetic market consequently can offer data of how extensive can the influence of CSR's drivers regarding to consumer perception.

4 – Methodology

The sample was drawn from male and female Natura's consumers aged between 17 and 62 years old (the mean is 33 years old); the level of education of the sample pervade elementary school to pos graduation. The sample on average spend R\$ 88,52 (\$44,26) per month buying Natura's products. The total number of 300 questionnaires was used (100 through the platform surveymonkey (www.surveymonkey.com) and 200 directly distributed to the sample through research assistants in São Paulo). From the total amount distributed 63% had returned. The sample was composed only from Natura's consumers, since participants were asked to answer a preview questions that

were helpful to generate a real sample made entirely by Natura's consumers (See annex).

The survey was chosen to be developed in São Paulo, because it's Brazil's largest market which probably reflects a huge part of Natura's revenue. The perception of CSR policy (strategic or altruistic) was assumed to influence five aspects of the company: corporate image, consumer trust, perceived quality, perceived risk and purchase intention. The five attribution dimension was measured using a five point likert type scale anchored by "strongly disagree/strongly agree".

In order to examine the impact of consumers' perception regarding to profit-seeking and altruistic CSR, this study conducted a consumer questionnaire survey adapted from existing questionnaires in literature. The CSR perception was measured using the questionnaire developed by (Swaen, 2008), sample item include "I believe that Natura try to reduce the use of natural resources", the reliability for this sample was $\alpha = 0.827$. The corporate image was measured adopting the questionnaire developed by (Riordan, 1997), sample item include "In general I think Natura has a good reputation in society", the reliability for this sample was $\alpha = 0.856$. The item consumer trust was calculated adopting the questionnaire developed by (Swaen, 2008), sample item include "Natura is honest with its consumers", the reliability for this sample was $\alpha = 0.910$. The perception of quality was measured using the questionnaire developed by (Swaen, 2008), sample item include "Natura's product has good quality", the reliability for this sample was $\alpha = 0.744$. The perception of risk was measured using the questionnaire developed by (Stanaland, 2011), sample item include "I think that purchasing products from Natura would not lead to financial risk for me", the reliability for this sample was $\alpha = 0.633$. The purchase intention was measured using the questionnaire developed by

(Iscioglu, 2009), sample item include “I would by products from Natura as long as the cause it supports is important to me”, the reliability for this sample was $\alpha = 0.794$. The altruistic CSR perception was measured using the questionnaire developed by (Swaen, 2008), sample item include “Natura is evolved in fair trade policy because it want to give something back to society”, the reliability for this sample was $\alpha = 0.649$. The strategic CSR perception was measured using the questionnaire developed by (Swaen, 2008), sample item include “Natura is evolved in environmental cause because this gives it good publicity”, the reliability for this sample was $\alpha = 0.851$.

The model tested is depicted in figure 1.

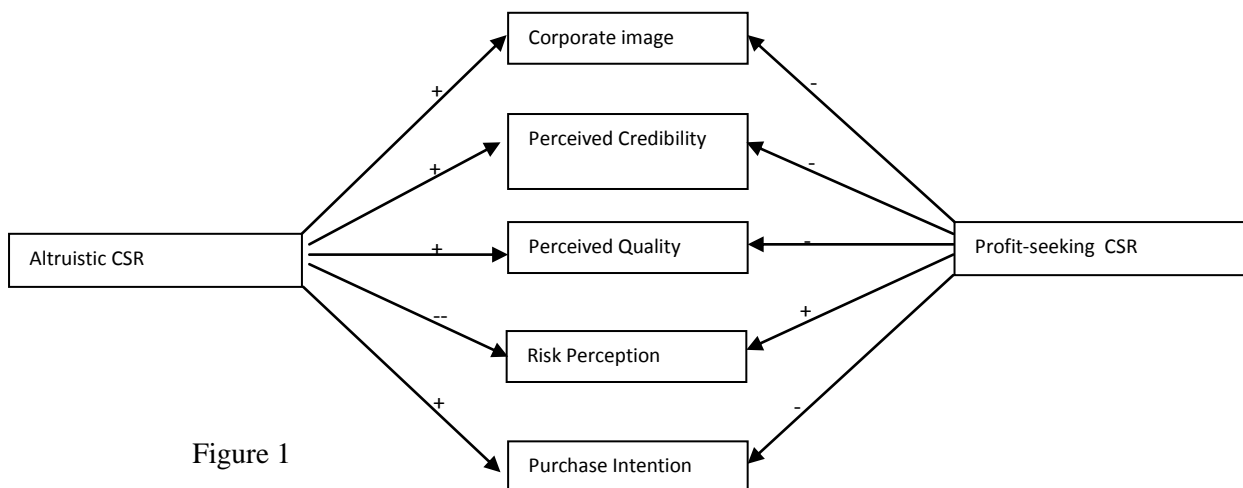


Figure 1

5 – Results

The hypotheses of this survey were tested using simple correlations and regressions (see table 01 and table 02 for details). The processing of data was done through SPSS - PC. A positive significant relationship was found between the variables

included in this study. The results of statistical analysis provided the acceptance of all hypotheses (see table 01).

Table 01 – Statistical Results

Hypothesis	Variables Correlated	Correlation	Significance	Result
H1a	Profit-seeking CSR/Corporate Image	0,333	P < 0,001	Accepted
H1b	Altruistic CSR/Corporate Image	0,438	P < 0,001	Accepted
H2a	Profit-seeking CSR/Consumer Trust	0,311	P < 0,001	Accepted
H2b	Altruistic CSR/Consumer Trust	0,403	P < 0,001	Accepted
H3a	Profit-seeking CSR/Perceived Quality	0,384	P < 0,001	Accepted
H3b	Altruistic CSR/Perceived Quality	0,440	P < 0,001	Accepted
H4a	Profit-seeking CSR/Perceived Risk	0,373	P < 0,001	Accepted
H4b	Altruistic CSR/Perceived Risk	0,420	P < 0,001	Accepted
H5a	Profit-seeking CSR/Purchase intention	0,375	P < 0,001	Accepted
H5b	Altruistic CSR/Purchase Intention	0,624	P < 0,001	Accepted

5 – Discussion

The finds obtained in this study align with the fact that ethical concerns and CSR commitment should be tied with the strategy of a given company in order to face competition (Porter and Kramer, 2006; Porter, 2011; Zadek, 2004; Wether and Chandler, 2011). The results show that CSR is positively related to corporate image, to consumer trust, to perception of quality, to a low risk perception and to purchase intention, however the regression conducted in this study (see table 02 for details) provided interest results associated of how extent is the impact of profit seeking and altruistic CSR in the variables applied in this research.

Table 02 – Simple Regression between Variables

Predictor (CSR Motives)	Dependent Variable	R	Significance
Profit-seeking	Corporate Image	0,111	P < 0,001
Altruistic	Corporate Image	0,192	P < 0,001
Profit-seeking / Altruistic	Corporate Image	0,218	P < 0,001
Profit-seeking	Consumer Trust	0,097	P < 0,001
Altruistic	Consumer Trust	0,163	P < 0,001
Profit-seeking / Altruistic	Consumer Trust	0,186	P < 0,001
Profit-seeking	Perceived Quality	0,148	P < 0,001
Altruistic	Perceived Quality	0,193	P < 0,001
Profit-seeking / Altruistic	Perceived Quality	0,240	P < 0,001
Profit-seeking	Decrease in risk perception	0,139	P < 0,001
Altruistic	Decrease in risk perception	0,177	P < 0,001
Profit-seeking / Altruistic	Decrease in risk perception	0,222	P < 0,001
Profit-seeking	Purchase Intention	0,141	P < 0,001
Altruistic	Purchase Intention	0,390	P < 0,001
Profit-seeking / Altruistic	Purchase Intention	0,404	P < 0,001

From the conducted simple regression, the variable CSR which include profit-seeking and altruistic CSR consumer's perception explains 21,8 percent of the good perception of corporate image for the respondents in the sample, this result for itself is an indication of the importance of CSR on Natura's corporate image. Since the study supposes this company can engage in both strategic and altruistic CSR approach it is interesting to investigate if one of these approaches contributes more to the observed correlation. By correlating corporate image with the variables profit-seeking CSR and altruistic CSR separately it is found that the first variable explains 11,1 percent of the results for corporate image and the second explains 19,2 percent of the results. The implications are CSR seem to be of great importance for Natura's corporate image, however, specifically the altruistic approach presented to its consumers seems to contribute more for Natura's good image. This is interest since good corporate image can influence purchase intention and consumer loyalty (Pope and Voges, 2000 and Andreassen and Lindestad, 1990).

The correlation between CSR and customer loyalty is positively related and once again it is interesting to understand if there is any important difference between how profit-seeking and altruistic CSR correlates with consumer trust. From simple regression CSR for itself contribute with 18,6 percent to explain the result for consumer trust. However, profit-seeking CSR and altruistic CSR have different weights on the impact of the variable consumer trust. The numbers show how important is the altruistic perception of Natura's policy regarding to consumer's trust, since altruistic CSR corresponds to 16,3 percent of the explanation and profit-seeking CSR contributes only with 9,2 percent. Is evidently that promoting CSR through an altruistic lens has a significant strategic importance if companies want to increase the index of consumer trust, further it's important to keep in mind that consumer trust influences consumers action (Pivato at all, 2007).

The results show that CSR are highly correlated with perceived quality, which is in line with academic theory (Swean, 2008). The regression analysis shows that a great part of the perceived product's quality (24 percent) can be explained exactly through the company's CSR activities, and in this case we can again observe the same interesting phenomenon that altruistic CSR is more strongly correlated with the product quality than the profit-seeking CSR. This is not peculiarly surprising since one of Natura's objectives is to offer high quality products in a sustainable business policy, which they do achieve by offering high quality fair trade raw material, good place to work and trained employees and resellers.

This study allows us to identify how much is the extension of risk perceptions is associated with the perceptions of Natura's CSR. Again, from the simple regression it's possible to infer that 22,2 percent of the decrease in risk perception regarding

consumers is explained by CSR policy. Still, assuming that Natura can invest in both strategies of CSR the results shows that the altruistic driver explain 17,7 percent of this consumer's perception whereas profit-seeking aspect responds for 13,9 percent, both variables achieved a significance level of $p < 0,001$. The finds are interest since that consumer's perception of risk can function as a moderator of the effects of corporate image or product evaluation (Gürhan-Canli and Batra, 2004).

The results obtained in this investigation regard to purchase intention confirm the results obtained by early studies that points that purchase intention is positively related to a positive perception of corporate image and proactive CSR (Fombrun at all, 1997 and Groza at all, 2011; Becker-Olsen at all, 2006). Again by simple regression the results shows that purchase intention is extremely influenced by CSR policy and in this case CSR explains 40,4 percent of purchase intention. The study also allows identifying in which extension the perceived profit-seeking and altruistic CSR are responsible for this result. The simple regression shows that 14,1 percent is due profit-seeking CSR, however 39 percent of the result is explained by altruistic CSR. This results align with literature that indicates that consumers value CSR initiatives, and they are likable to purchase form social responsible companies given that other aspects like quality, price and convenience of the product are similar to competitors (Iscioglu, 2009 and Mohr at all, 2001), however, this survey indicates that the way firms promote their CSR campaigns had significant impact in the index of purchase intention.

The link between CSR and consumer's aspects is largely discussed in literature (Ramasamy, 2010; Iscioglu, 2009; Swaen, 2008; Pomeroy and Donicar, 2007; Ellen at all, 2006; Becker-Olsen at all, 2006; Mohr, at all, 2001; Riordan at all, 1997), however, it's evident from the results of this study that the way companies choose to advertise

their CSR practices is extremely linked to consumers behavior, specifically regarding to corporate image, consumer trust, perceived quality, risk perception and purchase intention confirming the results found by Mohr et al., (2001). The results also show that companies can choose a profit-seeking CSR strategy, since this study indicates positive correlations between this kind of strategy and the variables that were chosen to be part of the survey; however it's evident that an altruistic CSR strategy is likable to achieve better results regarding to the same variables. In this case an industry from cosmetic market was chosen but the findings seem to be useful for any company since the variables presented here are reliable to many companies and industries.

This research also contributes with early studies that show a high correlation between philanthropic CSR, C-C identification (consumer-company identification) and brand attitude (Lii and Lee, 2012) and the findings also support early studies which have found that consumers care about the reasons firms engage in certain actions and consumers response more favorable for firms that shows a proactive attitude toward social environmental issues and this attitude may differ due the type of CSR initiative used by companies (Gilbert and Malone, 1995; Becker-Olsen et al., 2006; Wagner et al., 2009 and Groza et al., 2011). More importantly, however, the results of this study contribute to literature by pointing that consumer's awareness of the motives of companies investing in CSR whether it is profit-seeking or altruistic CSR has a considerable impact regard to consumer's perceptions of image, quality, risky and in purchase intention, confirming the concept of Persuasion Knowledge Model (Friestad and Wright, 1994), that affirms that consumers develop knowledge about persuasion attempts, through advertisements for instances. In the specific research, when consumers perceived a strategic approach the results shows that the purchase intention

index is not as high as one in which these same consumers perceive an altruistic motivation, in this case is likely that this company is losing an opportunity.

6 – Recommendation

Natura has a proactive CSR attitude, invests in R&D focusing in environment and social issues, beyond that when consumers perceive that the Natura's CSR is altruistic the results show a strong impact between this perception and the variables in the study, thus is evidently that Natura should focus on promoting its CSR policy through an altruistic lens. However some implications must be observed regarding three specific issues.

In the questions that evaluated perceived quality, a 1 to 5 scale was used where 5 indicated the best possible perceived quality. The answers to all of the questions that make up the variable had an aggregated average below 4. This implies that the customers represented in the sample had an indifferent opinion about the quality of Natura's product. The point here is that this result does not reflect the efforts which Natura is investing in R&D in order to offer high quality products and services. Probably informing the consumers more about the high quality standards, the fair trade activities etc., Natura would be able to boost consumer's CSR perceptions and with that increase the perceived quality index probably. This is an important fact to be observed by Natura once that early studies affirm that CSR is a determinant of perceived quality (Swaen et al., 2008), thus Natura should focus to put more efforts on informing the consumers about the work they have been doing to keep the product quality so high.

Regarding to perception of risk the finds shows that an altruistic CSR perception is strongly positive correlated with decreasing in risk perception. This find can leads to an important strategy, Natura should focus on advertising its altruistic CSR policy

related to environmental safety for two main reasons: the results in this research prove that the impact of altruistic CSR is higher than profit-seeking CSR and further studies provided information that products perceived as safety for environment are perceived as healthy for users (Kumar, 2005)

The results obtained in this investigation regard to purchase intention confirm the results obtained by early studies that points that purchase intention is positively related to a positive perception of corporate image and proactive CSR (Fombrun at all, 1997 and Groza at all, 2011; Hill and Becker-Olsen, 2005). The key point here is the altruistic perception of CSR policy. Is evidently that CSR for itself is a way to increase the index of purchase intention, however, the impact of altruistic CSR that is 39 percent of the explanation, leaves no doubt that the way CSR campaign is promoted is an important strategic point for the variable purchase intention.

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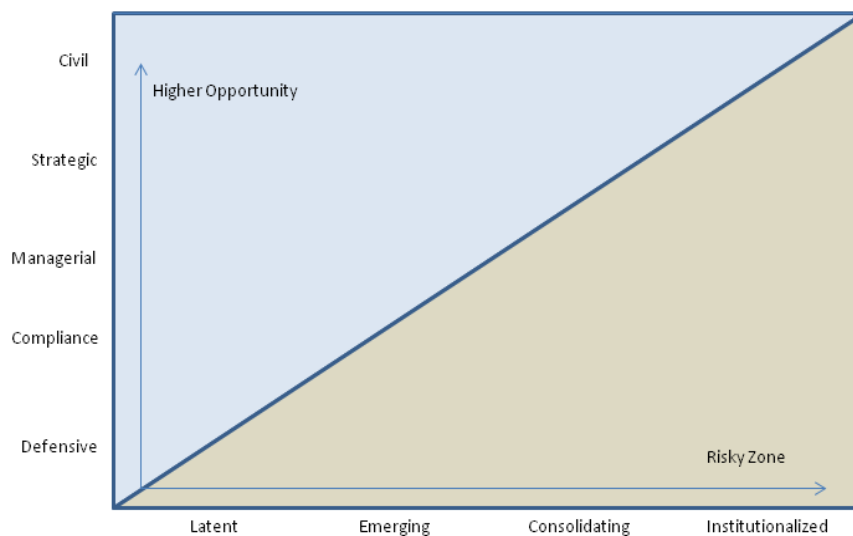
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8 - Appendix

Appendix 01 - Civil-Learning Model



Adapted from (Zadek, 2004)

Appendix 02 – Questionnaire

Part I				
1 – Do you Know the brand Natura?				
yes			No	
2 – How often do you buy products from Natura?				
Once a month	Once in two months	Once in four months	Once in six months	I don't buy products from Natura
3 –What kind of products do you buy from Natura?				
cosmetics	fragrances	soap	makeup	All of them
4 – Usually how much do you often spend buying products from Natura?				
R\$ 50	R\$ 100	R\$ 150	R\$ 200	R\$ 300 or more
Part II				
Tell how much do you agree with the statements below?				
Strongly Disagree - 1	Disagree - 2	Don't agree either disagree - 3	Agree- 4	Strongly Agree - 5
1	I believe Natura reduces its consumption of raw materials			1 2 3 4 5
2	I believe Natura make its production process more environmentally freindly			1 2 3 4 5
3	I believe Natura make its products as ecological as possible			1 2 3 4 5
4	I believe Natura help developing countries			1 2 3 4 5
5	I believe Natura support social and cultural activities in the regions where it operates			1 2 3 4 5
6	I believe Natura develops projects in poor countries			1 2 3 4 5
7	I believe Natura support humanitarian cause(s)			1 2 3 4 5
8	Generally I think Natura has a good reputation in the community			1 2 3 4 5
9	Generally I think Natura has a good reputation in the industry			1 2 3 4 5
10	Generally I think Natura is actively involved in the community			1 2 3 4 5
11	Generally I think Natura has a good overall image			1 2 3 4 5
12	Generally I think Natura is known as a good place to work			1 2 3 4 5
13	Generally I think Natura has a good reputation among its costumers			1 2 3 4 5
14	Natura's product give me a sense of security			1 2 3 4 5
15	I trust the quality of Natura's product			1 2 3 4 5
16	Buying Natura's product is a quality guarantee			1 2 3 4 5
17	Natura is interested in its consumers			1 2 3 4 5
18	Natura is forthright in its dealing with consumers			1 2 3 4 5
19	Natura is honest with its consumers			1 2 3 4 5
20	Natura's product has a good quality			1 2 3 4 5
21	I have never had to complain about the quality of Natura's product			1 2 3 4 5
22	Compared with other products that I have used in the past, this is the best			1 2 3 4 5
23	Natura's product is one of better products that I could have purchase			1 2 3 4 5
24	I think that purchasing products from Natura would not lead to financial risk for me			1 2 3 4 5
25	I am very sure that products purchased from Natura are able to perform satisfactorily			1 2 3 4 5
26	There is very little risk involved in purchasing products from Natura			1 2 3 4 5
27	I would buy products from Natura as long as the money I spend for the product really goes to the cause			1 2 3 4 5
28	I would buy products from Natura even the price of the product is not similar to those of other brands			1 2 3 4 5
29	I would buy products from Natura as long as the cause it supports is important to me			1 2 3 4 5
30	I would buy products from Natura as long as the consequences of this company support is announced to the public			1 2 3 4 5
31	I would buy products from Natura even the support of the company to the cause is low			1 2 3 4 5

32	I would buy products from Natura as long as this company undertakes CSR activities for a long time	1 2 3 4 5
33	I would buy products from Natura as long as the company communicates its support to the cause by tools other than advertisements	1 2 3 4 5
34	Natura is involved in fair trade because the company wants to give something back to society	1 2 3 4 5
35	Natura is involved in environmental causes because the company is fully-fledged member of society	1 2 3 4 5
36	Natura is involved in community's development by pure altruism	1 2 3 4 5
37	Natura is involved in environmental causes because this gives good publicity	1 2 3 4 5
38	Natura is involved in fair trade because this increases the profits	1 2 3 4 5
39	Natura is involved in community's development because this gets them more consumers	1 2 3 4 5
Part III		
1 - Age		
2 - Gender		
0 Female		1 Male
3 - Educational level		
1 - Basic Education	2 - High School	3 - Graduation
		4 - Specialist
		5 - Post-graduated
4 - City where lives		